

ATTACHMENT C – WORK PLAN

Contractor:	City of Rochester
Contract Number:	C1000140

Bulls Head - Step 2

1. Project Description

The City of Rochester, with the Sector 4 CDC, will complete a Nomination for a 188-acre proposed Brownfield Opportunity Area (BOA) characterized by more than 150 potential brownfield sites located in the Bull's Head neighborhood, which is a key western gateway of the city and includes an underprivileged minority community.

The Revitalization Plan will provide an in-depth and thorough description and analysis of existing conditions, opportunities, and reuse potential for properties located in the proposed BOA with an emphasis on the identification and reuse potential of strategic sites that are catalysts for revitalization. Key project objectives include:

- Identifying and providing a clear description and justification of a manageable study area and associated boundaries.
- Establishing a community participation process, including a clear description of a community vision and associated goals and objectives for the study area, and techniques to enlist partners.
- Completing a comprehensive land use assessment and analysis of existing conditions in the study area, including an economic and market trends analysis, to determine the range of realistic future uses and types of redevelopment projects to revitalize the study area.
- Identifying strategic sites that represent key redevelopment opportunities and fully examining their redevelopment potential.
- Based on the analysis, a description of key findings and recommendations for future uses and other actions for redevelopment and community revitalization.
- Providing a series of key recommendations to serve as the basis for the Implementation Strategy scope of work.

Anticipated community benefits resulting from this project include increased property values and expanded tax base, improved neighborhood appearance and stability, decrease in crime and/or perception of crime, an enhanced western gateway and connection to the Center City and significant decrease in the number of underutilized properties and vacancy rate.

A "sub-area" of the proposed BOA has been studied and draft plans have been created which were incorporated into the BOA Nomination application. One or more "sub-areas" will be studied along a more advanced track, and any existing draft plans for such sub-areas will be incorporated into the BOA Nomination.

On behalf of the City, the Sector 4 CDC will assist in community outreach and engagement services associated with the project. These services include but are not limited to: maintaining community awareness of the project throughout its duration; soliciting and gathering input from the community at key points during the project and on key issues as they arise; maintaining a directory of involved neighborhood organizations and key neighborhood representatives; assisting with the organization and dissemination of project related documents through various community based outlets; assisting in capacity and partnership building; and, assisting in community participation and techniques to enlist partners.

The proposed BOA is a key western gateway on the city's west side. While not located within the City's LWRP boundary, the proposed BOA's proximity to neighborhoods along the Genesee River fosters strategic physical and socioeconomic relationships with other revitalization initiatives supported by the LWRP including the Vacuum Oil BOA and Brooks Landing Revitalization Project. This project will be consistent with objectives in the City's Rochester Renaissance 2010 Comprehensive Plan as well as the City's Southwest Quadrant Strategic Plan.

2. Project Attribution and Number of Copies

The contractor must ensure that all materials printed, constructed, and/or produced acknowledge the contributions of the NYS Department of State, Office of Planning and Development to the project. The materials must include the following acknowledgment:

"This (document, report, map, etc.) was prepared for (insert grantee name) and the New York State Department of State with state funds provided through the Brownfield Opportunity Areas Program."

The contributions of the Department must also be acknowledged in community press releases and other notices issued for the project, including web site postings and other forms of digital distribution. Project press releases and other notices shall be submitted to the Department for review and approval prior to release, to ensure appropriate attribution.

The contractor shall ensure that all materials printed, constructed and/or produced with funding provided by the BOA Program form a unified and coherent report and include the components and products described in this work plan. Submission of pre-existing and stand-alone data and reports are not acceptable as substitutes.

The Contractor must submit to the Department all required products, clearly labeled with the NYS Comptroller's Contract # as indicated on the Face Page of this contract and where applicable, the related Task # from this Work Plan. The Contractor shall submit:

- Draft products: two paper copies of each product, unless otherwise indicated. In addition, all draft products must be submitted as an electronic copy in Word or Word Perfect and

Adobe Acrobat Portable Document Format –PDF (created using 300 dpi scanning resolution).

- Final products: two paper copies of each product, unless otherwise indicated. In addition, all final products (including reports, designs, maps, drawings, and plans) must be submitted as an electronic copy in Word Perfect or Microsoft Word and Adobe® Acrobat® Portable Document Format - PDF (created using 300 dpi scanning resolution) and be submitted on a labeled CD-R type CD. The CD must be labeled with the contractor name, the Departments contract #, and project title.
- Electronic data for all Geographic Information System-based mapping products must be included in either ArcGIS format, or similar product acceptable to the Department, and comply with the requirements for Contract GIS Products.
- Electronic data for all designs, drawings, and plans must be submitted in the original software that they were created (such as CAD format or other similar product acceptable to the Department) as well as in JPEG or GIF format.
- Pictures and photographs must be dated and captioned with the location and a brief description of the activity being documented. Electronic data for all pictures and photographs must be submitted in JPG or GIF format or other similar product acceptable to the Department.

In addition to the above requirements, all report products generated as a result of the BOA Program shall adhere to the following organization and format requirements:

Binding: Documents must be bound in standard three-ring binders with a maximum ring size of 2 inches.

Cover: A report cover that includes:

- Title (name of the program step and name of the proposed Brownfield Opportunity Area).
- Name of the municipality (city, town, or village and county) or municipalities that the proposed Brownfield Opportunity Area is located in.
- Name of the entity submitting the study (municipality, community based organization, or both).
- The following attribution: "This (document, report, map, etc.) was prepared for (insert grantee name) and the New York State Department of State with state funds provided through the Brownfield Opportunity Areas Program."
- Month and year the report was prepared.
- Title (name of the program step and name of the proposed Brownfield Opportunity Area) must also be displayed along the spine of the binder.
- May include the following acknowledgement: "This (document, report, map, etc.) was prepared with the assistance of (subcontractor's name[s])."

Contents: A table of contents must be provided and be consistent with the description of content requirements in the work plan. The table of contents must also include a list of maps, tables, and appendices.

- Sections:** The report must include the sections described in the work plan. Each section must have a section cover page that states the section's title.
- Pages:** The narrative must be printed in an 11- or 12-point, Times New Roman, single space, on 8" x 11" paper with 1" margins using both sides and containing subject headings. Subject headings must be consistent with the content requirements in the work plan.
- Pages must include footers that include the section name and page number. Page numbers must be numbered consecutively (i.e., 1, 2, 3, 4, 5, etc.).
- Maps:** Maps must be 8 ½" x 11", 8 ½" x 14" or 11" x 17" and be included in the body of the study. Maps that are 8 ½" x 14" or 11" x 17" must be folded down to an 8 ½" x 11" size. Maps that exceed the 11" x 17" size must be placed in a map pocket located at the end of the report. Rolled maps are not acceptable.
- Limits:** Draft and final reports submitted to the Department of State shall not exceed 150 pages, exclusive of the Executive Summary and appendices. Executive Summaries shall not exceed 15 pages. Appendices shall not exceed 150 pages. All other materials may be included by reference.
- Languages:** Where a proposed Brownfield Opportunity Area consists of a significant non-English speaking population, the grantee may translate documents and other materials into the language(s) representative of the community.

In each of the following components and tasks, the NYS Department of State is referred to as the "DOS" and the NYS Department of Environmental Conservation, Division of Environmental Remediation is referred to as "DEC." The Brownfield Opportunity Area is referred to as "BOA".

The contractor shall prepare, or cause to be prepared, the following project components, tasks, and associated products.

3. Project Components

Component 1: Project Start-up

Task 1.1: Initial Organization Meeting

The contractor and DOS shall conduct an initial meeting with key project participants. The DEC may attend this meeting. The purpose of the meeting is to discuss the scope of the project, SEQRA requirements, the type of services that are most appropriate, the subcontractor procurement process, and how the budget should be directed. In addition, the composition of a

project advisory committee and other public participation techniques shall be discussed as well as any other information which would assist in project completion. A copy of the work plan and budget will be made available at the meeting. The contractor shall complete and distribute a meeting summary.

Product: Meeting summary prepared and distributed to meeting participants.

Task 1.2: Establishment of a Project Steering Committee

The contractor shall establish a steering committee to oversee the process in cooperation with the contractor and the subcontractor. If a steering committee was assembled for the preparation of the Revitalization Opportunities report, the contractor may decide to use that same body or an alternative form to guide the preparation of the Revitalization Plan.

The committee shall be comprised of a range of interests that are representative of the community, and may include, but are not limited to: local municipal officials from the community in which the project is located; community-based organizations or not-for-profit organizations; regional planning entities or other regional groups; appropriate state and/or federal agencies; private or business interests; property owners; other non-governmental entities; environmental groups or organizations; other civic groups; area residents; and the public at large. To the extent necessary to achieve broad public participation, additional representatives may be identified in consultation with the DOS. The contractor shall complete and distribute a list of the steering committee members.

Product: List of steering committee members prepared and distributed.

Task 1.3: Solicitation of Consulting Services

Should the contractor require the services of a consultant, there are two approaches that may be used to select a consulting firm:

- Request for Proposals (RFP) process can be used to select a consultant based on the submission of a full project proposal by a consultant.

- OR -

- Request for Qualifications (RFQ) process can be used to identify qualified consultants to receive a RFP. The RFP process can then be used to select a consultant based on the submission of a full project proposal in response to the RFP.

A. Request for Qualifications

If the contractor elects to use the RFQ approach, the contractor shall prepare a RFQ to solicit responses from qualified consultants for the project. After the DOS has reviewed and approved the RFQ, the contractor shall advertise the RFQ in the NY State Contract Reporter, a regional

newspaper, or appropriate trade publication. In addition, the contractor may directly notify, through e-mail or regular mail, potentially qualified consultants of the RFQ.

Product: An approved RFQ released and issued through appropriate means as described above.

B. Review Consultant Responses

If an RFQ has been advertised, the contractor shall, in consultation with the DOS, review subcontractor responses to the request for qualifications and identify consultants most qualified to undertake the project.

Product: List of qualified consultants as prepared and distributed by the contractor.

C. Request for Proposals

The contractor shall draft a RFP, including a complete project description with site conditions, expected final results, and criteria for selecting a preferred proposal. The RFP shall be submitted to the DOS for review and approval prior to release for solicitation of proposals. After the DOS has reviewed and approved the request for proposals, the contractor may directly notify, through e-mail or regular mail, potentially qualified consultants of the request for proposals. In addition, if no RFQ was advertised, the contract shall also advertise the RFP in the NY State Contract Reporter, a regional newspaper, or an appropriate trade publication.

Product: An approved RFP sent to qualified subcontractors.

Task 1.4: Consultant Selection

In consultation with DOS, the contractor shall review all proposals received as a result of the RFP. Based on the reviews of the consultant proposals, the contractor shall organize and conduct interviews of the top-ranked candidate consultants. The DOS may participate in the interview process.

At a minimum, the following criteria are suggested for use in evaluating consultant responses:

- Quality and completeness of the response
- Understanding of the proposed scope of work
- Applicability of proposed alternatives or enhancements to information requested
- Cost-effectiveness of the proposal
- Qualifications and relevant experience with respect to the tasks to be performed
- Reputation among previous clients
- Ability to complete all project tasks within the allotted time and budget

Incomplete proposals that do not address all of the requested components should not be accepted for review and consideration. The consultant selected is subject to approval by the DOS.

The municipal attorney, chief legal officer, or financial administrator for the municipality (contractor) shall certify to the Department of State that the procedures of the municipality, established pursuant to General Municipal Law, Section 104-b, were fully complied with for all contracts for professional services.

Product: List of top-ranked candidates and letter from the contractor to DOS indicating the selected consultant, and appropriate certification.

Task 1.5: Subcontract Preparation and Execution

The contractor shall prepare a draft subcontract to conduct the work with the selected consultant. The contract shall contain a detailed work plan with adequate opportunity to review stages in completion of the plan, a payment schedule (payments must be tied to receipt of acceptable products in the work plan), and a project cost.

The consultant must specify:

- The professionals from the firm that will be directly involved in the project.
- The composition of the entire team, including firm name and area of responsibility/expertise.
- The persons, including firm affiliation that are assigned to undertake and complete specific tasks that are in the work plan.

The contractor shall submit the draft subcontract to the DOS for review and approval. A copy of the final subcontract, incorporating DOS's comments on the draft, shall be provided to DOS.

Product: Executed subcontract.

Task 1.6: Project Scoping Session with the Selected Consultant

The contractor, with Sector 4 CDC, the DOS and the consultant shall hold a scoping session to review project and contract requirements, site conditions and to transfer any information to the consultant which would assist in completing the project. The DEC may, and is encouraged to, attend this meeting.

Topics shall include but are not limited to the following:

- project scope and how the budget will be directed
- study area boundary
- community participation and visioning process
- project goal and objectives
- existing relevant information (maps, reports, etc.)
- access to information from past or current projects related to the NYS Brownfield Cleanup Program, the Environmental Restoration Program, the Volunteer Cleanup

- Program, Superfund, and petroleum spills, including DEC's on-line databases, GIS maps, site summary sheets on key projects, etc.
- responsibilities of the participants (contractor, consultant, DOS and DEC)
 - time frames and deadlines
 - SEQRA requirements
 - expected products

The contractor shall prepare a brief meeting summary to clearly indicate the agreements/understandings reached at the meeting.

Product: Meeting summary prepared, with note of agreements/understandings reached, and distributed to scoping session participants.

Task 1.7: Project Outline

The contractor shall provide to the DOS, a project outline that reflects the outcome of the project scoping meeting and guides the preparation of the Revitalization Plan. The DOS shall review the project outline and comment. The contractor with, Sector 4 CDC, shall revise, or cause to be revised, the project outline to reflect the comments made by the DOS.

Product: Approved project outline completed and distributed to scoping participants.

Component 2: Capacity Building

Task 2.1: Interagency Workshops

The contractor may be requested to prepare for and participate in interagency workshops with appropriate local, county, state, and federal agencies. Interagency workshops/meetings may be conducted to: improve communication and understanding among the agencies about the contractor's community vision, and project objectives and needs; gain an improved understanding by the contractor of various government programs, services, and potential financing (grants and loans) that could be beneficial to advancing the contractor's plan; obtain support from government agencies for permitting, technical assistance, and financing; coordinate government agency actions; and advance the redevelopment process.

Product: Workshop participation and associated preparation.

Task 2.3 Conferences

The contractor may send up to two individuals per contract to attend a conference relevant and specific to brownfield redevelopment, as determined by the Department of State. Registration fees and travel costs associated with the approved conference attendance are an eligible contract expense.

Product: Attendance in an approved brownfield conference.

Component 3: Community Participation and Techniques to Enlist Partners

Task 3.1: Community Participation Summary

The public outreach methods and techniques that will be used to ensure public participation throughout the course of preparing the Revitalization Plan.

Methods and techniques may include, but are not limited to:

- public informational or outreach meetings
- visioning sessions
- design charettes
- workshops
- discussion groups
- surveys
- public meetings and hearings

Public participation should occur early and consistently in the process through visioning workshops, informational meetings, project presentations, and public education. The contractor shall provide DOS and DEC with a minimum of two (2) weeks' advanced notice of all public proceedings relative to the public participation process.

Public participation shall include, at a minimum:

- the use of a local steering committee to guide the plan's preparation
- the preparation, update and maintenance of a community contact list that includes the names, addresses, telephone numbers, and e-mail addresses of individuals and organizations with a stake in the proposed action to be used on a regular basis to keep the contacts informed of progress on the plan
- the initial kick-off meeting to explain the BOA Program and the project's intent and scope, and to solicit initial public input to develop, refine, or confirm the community's vision for the study area, project goals and objectives, opportunities and constraints
- the presentation/review of current conditions, and the review, revision or update of the vision statement and goals and objectives
- the review of the economic and market trends analysis and an exploration of alternative approaches to redevelopment and revitalization
- a public presentation and informational meeting on the draft Revitalization Plan that describes, and allows feedback on the vision for the study area, existing conditions, strategic sites, redevelopment projects; and the study area analysis, findings, and recommendations.

Public outreach should serve to inform the public about the project and serve as a means for the public to participate in forming the plan, thus ensuring community understanding and support. The public participation outline and summary description shall be subject to review and approval by the DOS.

Product: Approved outline and summary description of the community participation plan for the Revitalization Plan.

Task 3.2: Techniques to Enlist Partners

The techniques that will be used to identify and advise potential partners about the plan and to enlist their assistance. This task differs from the Community Participation task above as this task is designed to seek assistance from a variety of potential partners in formulating and implementing the plan. Partners may include but are not limited to: local, county, state or federal government agencies; property owners; private sector interests; not-for-profit organizations; academic institutions; and other stakeholders.

Consultation methods and techniques used to identify and inform project partners about the plan's status and progress, and to enlist their assistance in the process, including, but not limited to: written correspondence; phone contact; and meetings and workshops involving local, county, state or federal government agencies, property owners, private sector interests, not-for-profit organizations, and academic institutions. Consultation shall include, at a minimum, a presentation to partners on the Revitalization Plan (Sections 1- 3) that describes existing conditions, strategic sites, development projects, and the study area analysis, findings, and recommendations.

The purpose of this task is to:

- Improve communication and understanding about project objectives and needs.
- Gain information about the status of on-going remedial activities and the environmental condition of brownfield sites in the study area.
- Gain information about funding opportunities available from government programs and private-sector or not-for-profit organizations to facilitate clean-ups, foster appropriate redevelopment, rehabilitate existing infrastructure or provide new infrastructure.
- Gain support from government agencies for permitting and financing.
- Gain support from financial institutions, not-for-profits, philanthropic organizations and developers.
- Coordinate government agency and private-sector actions.

The techniques to enlist partners shall be subject to review and approval by DOS.

Product: Approved outline and summary description of the techniques to enlist partners for the Revitalization Plan.

Component 4: Draft Revitalization Plan

The contractor shall prepare a Revitalization Plan that provides an in-depth and thorough description and analysis of the study area. The Revitalization Plan will consist of the following tasks (presented as discrete Sections in the Revitalization Plan), including an economic and market trends analysis, for properties located in the proposed BOA. Emphasis will be placed on the identification and reuse potential of strategic sites that are catalysts for revitalization.

Task 4.1: Description of the Project and Boundary (to be presented as Section 1)

The contractor shall prepare a narrative and map description of the following elements:

A. Lead Project Sponsors

The relationship and organizational structure between the sponsoring municipality and involved community-based organizations or the relationship and organizational structure between the sponsoring community-based organization and the municipality.

B. Project Overview and Description

The project, including: the relationship of the study area to the community and region; acreage in the study area; and the number and size of brownfield sites and other abandoned, vacant, or partially developed sites located in the proposed BOA. The description shall include the area's potential in terms of opportunities for: new uses and businesses; creating new employment and generating additional revenues; new public amenities or recreational opportunities; and restoring environmental quality. The description shall include the relationship of the BOA to any existing comprehensive plans and/or economic development reports or strategies.

Map Requirements - The description shall include: a Community Context Map that shows the location and relationship of the community (in which the proposed BOA is located) to the surrounding municipality, county and region; and a Study Area Context Map that shows the location of the proposed BOA in relation to the community and entire municipality.

C. Community Vision and Goals

A vision statement and the specific goals to be achieved relative to community redevelopment and revitalization as shaped and expressed by the community. Goals may be expressed in terms of: opportunities for new development projects that are desired by the community and will fulfill community development needs; providing new housing opportunities; improving economic conditions; addressing environmental justice issues; providing new recreational opportunities; improving quality of life and environmental quality; or other goals and objectives relevant to the redevelopment of brownfields and the surrounding area.

- Such goals shall, where practicable, reflect to the degree appropriate the principles of sustainable community development, including, but not limited to: strengthening and directing development towards existing communities centers;
- fostering distinctive, attractive communities with a strong sense of place;

- fixing land uses;
- taking advantage of compact building design;
- creating a range of housing opportunities and choices, including affordable housing;
- reusing historic buildings and preserving historic sites;
- preserving open space, farmland, natural beauty, and critical environmental areas;
- providing a variety of transportation choices (public transit, pedestrian, bicycle, etc.);
- creating walkable neighborhoods;
- using best management practices for stormwater management;
- making development decisions predictable, fair and cost effective; and,
- encouraging community and stakeholder collaboration in development decisions.

A description will also be provided that explains the relationship of the proposed project vision, goals, and objectives to any existing community vision, revitalization strategies, and or comprehensive plans.

D. BOA Boundary Description and Justification

The proposed BOA boundary and a justification of the proposed boundary. The borders should follow recognizable natural or cultural resources such as, but not limited to: highways, local streets, rail lines, municipal jurisdictions or borders, or water bodies. The project study area should be between 50-500 acres.

The borders must be justified in terms of:

- land uses that affect or are affected by identified potential brownfields;
- natural or cultural resources with a physical, social, visual or economic relationship to identified potential brownfields; and
- areas necessary for the achievement of the expressed goals of the BOA.

Map Requirement - The description shall also include a BOA Boundary Map that clearly shows and identifies the location and boundaries of the study area.

Product: A complete narrative Description of the Project and Boundary, and all required maps, as described in Task 4.1 above. This narrative and associated maps will be presented in the draft Revitalization Plan as Section 1.

SEQRA - Section 1 shall satisfy Generic Environmental Impact Statement content requirements by including a concise description of the proposed action, its purpose, public need and benefits, including social and economic considerations [6 NYCRR Section 617.9 (b)(5)(i)]. This description shall be included in the Project Overview and Description (item B. above).

Task 4.2: Community Participation and Techniques to Enlist Partners (to be presented as Section 2)

A. Community Participation

The techniques or processes by which local participation in the development of the Revitalization Plan has been achieved, as outlined in Component 3, including the partners or potential partners in terms of municipalities, community based organizations, regional entities, private interests and other stakeholders that are involved or expected to be involved in the project.

B. Techniques to Enlist Partners

The meetings or workshops that have occurred, and will occur, at appropriate and key stages during the preparation of the Revitalization Plan, as outlined in Component 3.

Product: A complete narrative description of the Community Participation Plan and Techniques to Enlist Partners as described in Task 4.2 above. This narrative shall be presented in the draft Revitalization Plan as Section 2.

Task 4.3: Analysis of the Proposed BOA (to be presented as Section 3)

A. Community and Regional Setting

A summary description and analysis of the contextual relationship of the proposed BOA to the community, municipality and region that includes, but is not limited to: community size, population, and location in relation to the county and region; key demographic information and trends; housing trends and needs; the area's economic history and current condition including income, dominant employment sectors, and unemployment figures; land use history and current status; transportation systems; infrastructure; and natural features. This summary may rely primarily upon existing reports and plans.

B. Inventory and Analysis

An inventory and analysis for the entire BOA, including an in-depth and thorough description and analysis of existing conditions, opportunities, and reuse potential for properties located in the proposed BOA, with an emphasis on the identification and reuse potential of strategic sites that are identified by the community as catalysts for revitalization.

The inventory and analysis must include the information needed to develop specific and realistic recommendations for the use of land and groundwater, and for recommended implementation projects, in the proposed BOA.

The BOA may be divided into logical sectors or subareas to organize, facilitate, and clearly present the inventory and analysis. The study area, sectors, or subareas must be described in terms such as: total acres; acres developed and vacant, including strategic sites for redevelopment; and percent of the total area or sector developed with specific land use types and percent of land area vacant. The inventory and analysis shall include, but not be limited to, a description of the following:

Existing Land Use and Zoning - A description and analysis of the existing land use pattern and zoning districts within the BOA, including:

- location of study area as it relates to the community;
- total land area in acres and area of each sector or subarea in acres of the proposed BOA;
- existing and adjacent land and water uses including, but not limited to, residential, retail, commercial, mixed use, water-dependent, industrial and manufacturing, publicly or privately owned vacant or underused sites, dedicated parks and dedicated open space, and institutional uses, and cultural uses;
- land area committed to each land use category;
- brownfield sites and all underused, abandoned, or vacant properties that are publicly and privately owned;
- known data about the environmental conditions of the properties in the area;
- existing zoning districts and other relevant local laws or development controls guiding land use including but not limited to historic districts; and,
- local, county, state or federal economic development designations or zones (such as Empire Zones, Environmental Zones, Urban Renewal Areas, Federal Enterprise Business Zones, Business Improvement Districts, Special Assessment Districts, etc.).

Map Requirements - The description and analysis of the existing land use pattern and zoning must include: an Existing Land Use Map that shows the pattern of existing land use; and an Existing Zoning Map that shows the location and type of zoning districts and economic designations or zones.

Brownfield, Abandoned, and Vacant Sites - A complete summary and analysis of relevant brownfield, abandoned, and vacant sites, including size and condition, current ground water conditions, and potential contamination issues based on: review of existing or historical records and reports, aerial or regular site photographs, and existing remedial investigations, studies and reports; field observations from locations adjacent to or near the site, or, if permission is granted, from being present on the site; interviews with people that are familiar with the land use history of the site; and/or any other known data about the environmental conditions of the properties in the proposed BOA, as needed.

For each relevant brownfield and abandoned or vacant site, complete descriptive profiles shall be provided in a format determined by the DOS, and shall include, but not be limited to:

- site name and location, including owner, site address, and size in acres;
- location on the Underutilized Sites Location Map;
- current use or status and zoning;
- existing infrastructure, utilities, and site access points;
- proximity to existing transportation networks;
- natural and cultural resources or features;
- adjacent uses;

- environmental and land use history, including previous owners and operators;
- known or suspected contaminants, and the media which are known or suspected to have been affected (soil, groundwater, surface water, sediment, soil gas) based on existing environmental reports and other available information; and,
- use potential (residential, commercial, industrial, recreational) including potential redevelopment opportunities.

A list of potential information sources is provided. A description of the information sources used to create the site profiles shall be included within this section of the Revitalization Plan report.

Map Requirement - The description shall include an Underutilized Sites Location Map that clearly shows the location, borders and size of each brownfield site and other underutilized, abandoned or vacant sites that are privately or publically owned, with an identifying reference to the attached profiles.

Strategic Sites - A description of the process and factors used to determine strategic sites for redevelopment. Factors that may be used to identify strategic sites can include but are not limited to: overall importance to the community and the revitalization effort; location; ownership and owner willingness; on-site structures; level of contamination; property size and capacity for redevelopment; potential to spur additional economic development or positive change in the community; potential to improve quality of life or to site new public amenities; community support for proposed projects for the site; adequacy of supporting or nearby infrastructure, utilities and transportation systems; and other factors as may be determined by the community.

Map Requirement - The description shall include an Underutilized Sites Location Map that clearly shows the location, borders and size of strategic sites that have been identified through the planning process.

Land Ownership Pattern - A description and analysis of the private and public land ownership pattern including: land and acres held in public ownership (municipal, county, state, and federal); land held in private ownership; brownfields held in private or public ownership; and land committed to road/rights-of-way. The analysis will also include an inventory of residential properties; including rental properties, multi-family properties, conversions of former single family homes to multi family, single family houses.

Map Requirement - The description shall include a Land Ownership Map that shows the primary public and private land ownership patterns.

Parks and Open Space - A description of all public (municipal, county, state, and federal) and privately owned lands that have been dedicated for or committed to parks or open space use.

Map Requirement - The description shall include a Parks and Open Space Map that shows lands that have been dedicated or committed for park or open space use.

Building Inventory - A description and analysis of key buildings in the area, including: building name, levels, gross square footage, original use, current use, condition, and ownership.

Map Requirement - The description shall include a Building Inventory Map that shows the location of key buildings.

Historic or Archeologically Significant Areas - A description and analysis of historic or archeologically areas, sites, districts, or structures that are of local, state or federal significance.

Map Requirement - The description shall include a Historic or Archeologically Significant Areas Map that shows resources of historic significance (may be shown as part of the Building Inventory Map).

Transportation Systems - A description and analysis of the types of transportation systems (vehicular, rail, subways, air, navigable waterways, esplanades) in the study area and the types of users (truck, car, bus, ferry, train, subway, recreational and commercial vessels, pedestrian, bicyclists, etc.).

Map Requirement - The description shall include a Transportation Systems Map that shows primary transportation networks and systems.

Infrastructure - A description and analysis of the area's infrastructure (water, sewer, stormwater, etc.) and utilities including location, extent, condition and capacity. This description and analysis will also include parking lots and garages.

Map Requirement - The description will include an Infrastructure and Utilities Map that shows the areas primary infrastructure.

Natural Resources and Environmental Features - A description and analysis of the area's natural resource base and environmental features and current conditions including, but not limited to: upland natural resources and open space; geologic, soil and topographic resources; surface waters and tributaries, groundwater resources and use; wetlands; flood plains; erosion hazard areas; fish and wildlife habitats; air quality maintenance areas; visual quality; agricultural lands; and locally, state, or federally designated resources.

Map Requirement - The description shall include a Natural Resources and Environmental Features Map that shows the location of primary natural resources and environmental features.

C. Economic and Market Trends Analysis

An economic conditions and market trends analysis that, when combined with the inventory and analysis, will sufficiently and thoroughly justify a range of realistic future land uses to occupy the study area and strategic sites that are targeted for redevelopment. Future land uses must be economically viable, compatible, and appropriate for the area targeted for redevelopment.

The economic analysis shall include existing and projected socio-economic conditions within the municipality and the region, and consider the following: population; labor force and earnings; employment (public and private); transportation factors; land available for development; types of potential future land uses most appropriate for the study area; development impacts; and a description of benefits such as employment, impact on the area targeted for redevelopment, municipal tax revenues, economic benefits from construction and subsequent business operations, and economic multipliers to the municipality and region from desired end land uses.

The economic and market trends analysis will consist of a macro (state and regional) and micro (neighborhood, street, block, site specific) analysis. The contractor shall consult with the NYS Empire State Development Corporation and the NYS Department of Labor and other sources identified below to obtain the most up to date and relevant information on macro-economic issues, such as national, state and regional business, labor and employment trends. The analysis shall include a micro-economic and real estate trends analysis that addresses issues and opportunities at the municipal, neighborhood, block and site specific levels relevant to the proposed BOA.

Additional sources upon which the economic analysis will be prepared may include but not be limited to:

- telephone surveys and interviews with local business owners, chamber of commerce, appropriate civic groups, and municipal officials
- local, county, regional planning boards
- county or regional economic reports and assessments
- local or regional visitors and convention bureaus
- local, county, state, or metropolitan transportation bureaus or councils
- recreational and commercial boating organizations and reports
- maritime trade organizations and associations
- county assessor's office
- New York State Department of Labor, Division of Research and Statistics
- New York State Division of Equalization and Assessment
- New York State Department of Commerce
- American Planning Association
- U.S. Bureau of the Census
- U.S. Census Transportation Planning Package
- U.S. Census of Retail Trade
- U.S. Immigration and Naturalization Service
- U.S. Department of Commerce, Bureau of Economic Analysis; Metropolitan Statistical Area Projections; Patterns of Metropolitan Area and County Population Growth; RIMS-II economic multipliers for specific counties
- U.S. Army Corps of Engineers, Waterborne Commerce of the United States

D. Key Findings and Recommendations

A thorough description and analysis of opportunities, and redevelopment potential for properties located in the proposed BOA. Emphasis is to be placed on the identification and reuse potential of strategic brownfield sites that may be catalysts for revitalization.

E. Summary Analysis, Findings, and Recommendations

A summary analysis and subsequent findings shall be prepared based on the more thorough analysis produced as a result of the tasks described above, including a review of existing comprehensive plans and/or economic development reports or strategies, and shall include, but is not limited to, the following:

- an analysis and findings based in part on the economic and market trends analysis, that provides an in-depth and thorough description of existing conditions, including an assessment and summary of existing land use and zoning;
- an analysis and findings of reuse and development opportunities and needs for properties located in the proposed BOA, with an emphasis on the identification and description of reuse and redevelopment opportunities, for strategic sites that have been identified by the community as catalysts for revitalization;
- identification of strategic brownfield sites that are potential candidates for site assessment;
- an analysis and findings that shall include anticipated end or future land uses including residential, commercial, industrial, recreational or cultural, and a clear comparison of proposed uses and necessary or desired zoning changes to existing land use and zoning;
- an analysis and findings regarding publicly controlled and other lands and buildings which are or could be made available for development or for public purposes;
- an analysis and findings regarding potential interim land uses for strategic brownfield sites that have been identified by the community as catalysts for revitalization;
- anticipated future use of groundwater; and,
- an analysis and findings of necessary infrastructure improvements and other public or private measures needed to stimulate investment, promote revitalization, and enhance community health and environmental conditions.
- Residential neighborhood improvement recommendations including program development for housing improvement, development or acquisition; infrastructure improvements, pedestrian and vehicular circulation and park improvement/development.
- Marketing program for the Bull's Head neighborhood business and residential areas to attract new investment and residents.

Provide a series of key recommendations, including proposed specific actions and techniques to be undertaken, to serve as the basis for the Implementation Strategy scope of work.

Product: A complete narrative of the Analysis of the BOA, and all required maps, as described in Task 4.3 above. This narrative and associated maps will be presented in the draft Revitalization Plan as Section 3.

SEQRA - Section 3 shall satisfy Generic Environmental Impact Statement content requirements by including a concise description of the environmental setting of the areas to be affected, sufficient to understand the impacts of the proposed action and alternatives [6 NYCRR Section 617.9 (b)(5)(ii)]. This description shall be included in the description of the Community and Regional Setting and Inventory and Analysis (items A. and B. above).

Task 4.4: Review of Strategic Brownfield Sites

Prior to completion of the summary analysis and findings, the contractor shall hold discussions with DEC and DOS regarding the identified strategic brownfield sites that may be candidates for site assessment funding. The recommended discussions will serve to aid in prioritizing the sites that may be eligible for Site Assessment funding or technical assistance under BOA, the State's remedial programs (i.e., Environmental Restoration Program, or Brownfield Cleanup Program), or other programs.

Product: List of candidate sites to be considered for Site Assessment funding.

Component 5: Completion and Distribution of the draft Revitalization Plan

Task 5.1: Draft Revitalization Plan and Executive Summary

The contractor shall prepare the initial draft Revitalization Plan and Executive Summary, reflecting the ideas and views expressed during the community participation process. The document shall include, if necessary, a revised vision statement, goals and objectives, and provide a description of development and community revitalization opportunities to achieve the identified goals and objectives.

The Executive Summary shall include, in no more than fifteen (15) pages, the following:

- Community and project overview and description, including the study area boundary;
- The community's vision for the area, major goals and objectives;
- Public participation process;
- Conditions, opportunities and assets in the study area and key natural resources;
- Economic niche or economic opportunities based in part on economic and market trends;
- Strategic sites and associated redevelopment opportunities; and,
- Key findings and recommendations.

The draft document shall be submitted to DOS for review and comment. The contractor must submit five copies of the draft Revitalization Plan, including three paper copies and two electronic copies, consistent with the organization and format requirements, above. No additional copies of the draft Revitalization Plan will be printed or distributed without the approval of the DOS.

Product: Draft Revitalization Plan.

Task 5.2: Draft Revitalization Plan and Executive Summary

The contractor shall prepare a draft Revitalization Plan and Executive Summary, reflecting the comments received by the grant recipient and the DOS.

Product: Draft Revitalization Plan and Executive Summary.

Task 5.3: Interagency/Partner Engagement

Upon review, the contractor and the DOS may coordinate a discussion of opportunities for implementation of the BOA. Such discussion will serve as a basis for developing a realistic implementation strategy in Step 3 of the BOA planning process.

Product: Report summarizing points of agreement regarding necessary actions for the successful implementation of the BOA Plan.

Component 6: Final Revitalization Plan and Advancing to BOA Program Step 3

Task 6.1: Preparation of Final Revitalization Plan

Based on comments received during the review period, the contractor shall prepare a final Revitalization Plan. The final Revitalization Plan shall be submitted, along with a "redline/strikeout" version for comparison purposes, to DOS for review and comment, consistent with the organization and format requirements, above. No additional copies of the Revitalization Plan will be printed or distributed without approval by the DOS.

Product: Final Revitalization Plan

Task 6.2: Application for Project Advancement

Upon completion of all tasks and receipt of acceptable report products, the contractor may submit an application to complete an Implementation Strategy, including an application for site assessments, for the BOA. If site assessment funding is sought, the contractor shall complete a Site Assessment Form for each strategic brownfield site. Conceptual approval, based on a consult with a DEC Remedial Manager, is highly recommended prior to proceeding with the site assessment application. A completed Site Assessment Form should be included (one for each strategic brownfield site that site assessment funding is being sought for) with the application to advance to Step 3.

Product: Completed application to continue work under the BOA Program and Site Assessment Form completed for each strategic brownfield.

Component 7: NYS Environmental Quality Review

Task 7.1: Environmental Assessment Form

As early in the process as practicable, but no later than completion of the Summary Analysis in the Revitalization Plan, the contractor shall complete Part 1 of the full Environmental Assessment Form (EAF). If the contractor is not a municipality, the contractor shall submit Part 1 of the full EAF to the appropriate municipality.

Product: Completed Part 1 of the full Environmental Assessment Form.

Task 7.2: Lead Agency

The municipality shall circulate the completed Part 1 of the full EAF and request lead agency status under the State Environmental Quality Review Act (SEQRA). With regard to SEQRA, the municipality and DOS are involved agencies, since the BOA will be designated by the New York State Secretary of State, and may be locally adopted. The DEC is a potential involved agency since Site Assessments undertaken through the Revitalization Plan Program will be funded and administered by the DEC.

Product: Completed Environmental Assessment Form and letter requesting lead agency status.

Task 7.3: Determine Significance

Within twenty (20) days of designation of lead agency, or within twenty (20) days of receipt of sufficient information, the lead agency shall make a Determination of Significance. If determined by the Lead Agency that the proposed BOA will have a significant adverse environmental impact, a Positive Declaration must be prepared and a Generic Environmental Impact Statement will be required OR if determined by the Lead Agency that the proposed BOA will not have a significant adverse environmental impact, a Negative Declaration must be prepared. If a Negative Declaration is prepared and filed, then a Draft Generic Environmental Impact Statement will not be necessary.

Product: State Environmental Quality Review Act Determination of Significance filed.

Task 7.4: Scoping Session

If a positive determination is made, the lead agency shall initiate a scoping session by providing a draft scope to all involved agencies, and, based on comments received during the scoping session, shall, within sixty (60) days of the scoping session, provide a final scope of issues to be addressed in the draft GEIS.

Product: Written scope of issues to be addressed in the draft GEIS.

Component 8: Project Reporting

Task 8.1 MWBE Quarterly Reports

The contractor and its consultants and/or contractors shall submit MWBE Quarterly Reports (every March 31, June 30, September 30, and December 31) on the form provided, including a breakdown of payments issued to state-certified MWBE firms during the quarter.

Products: MWBE quarterly reports submitted to DOS during the life of the contract.

Task 8.2 Project Status Reports

The contractor shall submit project status reports semi-annually (every June 30 and December 31) on the form provided, including a description of the work accomplished, the status of all tasks in this work plan, schedule of completion of remaining tasks, and an explanation of any problems encountered.

Products: Completed semi-annual reports during the life of the contract.

Task 8.3: Final Project Summary Report

The Contractor shall work with the DOS project manager to complete the Final Project Summary Report form. Final payment shall not be authorized until these forms have been completed and filed with project deliverables.

Products: Completed Final Project Summary Report.

Task 8.4: Progress Report on Actions Taken to Advance Redevelopment and Revitalization

To gauge the impact of the BOA project on revitalization efforts, the contractor shall complete a progress report at or near the completion of the report. This report will describe significant projects undertaken to advance the implementation of the BOA Plan, and document the associated public and private investments to advance or achieve BOA Plan goals.

Projects and associated investments may consist of a range of site specific redevelopment activities, infrastructure improvements, new/enhanced public amenities or natural resource restoration or enhancements. All public and private funds that have been leveraged should be identified and described as outlined in the report form instructions.

Product: Progress Report

Task 8.5 Revitalization Strategy Report

The contractor shall draft a brief, one- or two-page summary of the revitalization strategy to be used in presentations to various stakeholders. The project summary shall include:

Community Context and Project Description -- a one- to three-paragraph description, including a brief history of the community's development and a description of current conditions, the size and character of the study area, primary redevelopment objectives and specific issues being addressed in terms of redevelopment, community revitalization, job creation, public infrastructure, amenities, and natural resources protection or enhancement.

Accomplishments -- a description of significant projects undertaken to advance implementation of the revitalization strategy, and associated public and private investments.

Next Steps - a list of activities to advance intended development and/or implementation of the BOA revitalization strategy including, but not limited to: housing, retail, mixed use, industrial, recreational, cultural, infrastructure, and public amenities.

Product: Completed revitalization strategy report.

4. Project Management and Responsibilities

The Contractor:

- will be responsible for conducting all project work in conformance with the Work Plan referenced in the executed contract with the DOS.
- will be responsible for all project activities including drafting request for proposals and managing subcontracts with consultants and sub consultants.
- will certify to the DOS that the procurement for project consultants and subcontractors was achieved through a competitive process.
- will receive approval from the DOS for any and all consultant subcontracts before beginning project work.
- will be responsible for submission of all products and payment requests.
- will be responsible for coordinating participation and soliciting comments from local government personnel, project volunteers, and the public.
- will keep the DOS and DEC informed of all important meetings for the duration of this contract.
- will ensure that all products prepared as a part of this work plan shall include the NYS Comptroller's Contract #.
- will ensure the project objectives are being achieved.
- will ensure that comments received from the DOS, other agencies, and the project steering committee, or other advisory group, are satisfactorily responded to and reflected in subsequent work.

- will recognize that payments made to consultants or subcontractors covering work carried out or products produced prior to receiving approval from the DOS and will not be reimbursed unless and until the DOS finds the work or products to be acceptable.
- will participate, if requested by DOS, in a training session or sessions focused on developing and implementing revitalization strategies.

The Department of State:

- will review and approve or disapprove of subcontracts between the Contractor and consultant(s) and any other subcontractor(s).
- will participate in initial project scoping and attend meetings that are important to the project.
- will review all draft and final products and provide comments as necessary to meet project objectives.